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QUANTIFYING THE RECREATION TIME DEMANDS ON THE ASSISTANT DISTRICT RANGER FOR RECREATION

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ABSTRACT

Assistant District Rangers with responsibility for recreation activities, commonly referred to as Other Resource Assistants (ORA), are often frustrated in their work. Part of the reason lies in the fact that so many activities are assigned to the person in this position that it is difficult to find time to perform all of them at the desired quality level.

In many instances the Assistant's work has not been quantified nor has the quality of performance that is needed been established. Consequently, with times and procedures changing, neither they nor their supervisors are aware of the total job impact.

This paper presents a process and format that can be applied at the National Forest level to determine the recreation workload of an Assistant Ranger at the District level. The process could be expanded to cover other functional activities, thereby obtaining the total ORA workload.

CHAPTER I

INTRODUCTION AND STATEMENT OF THE PROBLEM

Introduction

The myriad functional duties assigned to the typical Assistant Ranger for Other Resources (ORA) is frustrating to many of them. They want to do a quality job but often can't for various reasons. Each function they perform is becoming increasingly complex with hard and soft targets expected to be accomplished with no more, or even less, staff and possibly less funds.

Prior to the early 1960's, it was common practice to have only one Assistant Ranger. The total District Staff, as well as the budget, was also much less than exists today. Outputs at that time for some functions were as high as they are today, but procedures and requirements have changed measurably.

Today, Ranger Districts on the Huron-Manistee National Forest in the Eastern Region (Region 9) of the U.S.D.A., Forest Service are staffed with two Assistant Rangers. The two positions are titled and typically assigned these primary functions:

Timber Management Assistant (TMA): Timber Management, Insect and Disease, and Wildlife.

Other Resources Assistant (ORA): Cultural Resources, Recreation, Trails, Visual Management, Watershed, Special Uses, Law Enforcement,

Land Acquisition and Exchange, Fire, Information Services, Minerals and Geology, and Human Resources.

Increasing federal and state regulations, coordinating requirements, new and different specialists, public concerns, and a need to keep abreast of all Forest Service activities are some of the things that affect any Forest Officer that has a deep concern for the organization. For example, there are 1543 pages of Forest Service Manual and Handbook instructions dealing with recreation alone. Change is always present and the organization must adapt to survive.

Statement of the Problem

This paper will deal with how the ORA can quantify the need for time to do the recreation tasks assigned. There are so many duties assigned to the ORA position that the incumbent must be very selective in choosing the correct tasks to be performed or run the risk of being ineffective in the job. With the current climate being against obtaining increased manpower it becomes essential that each ORA attempt to solve his/her own problem.

Our typical ORA is an extremely busy individual. Most of them are not able to get ahead of their job. This is unfortunate because we have many needs that aren't being met. They seem to be in the position that one of the how-to-get-rich ads proclaims and that is, "I was too busy earning a living to make any money." Some way has to be found to get them time to make money or, in our case, do the jobs that will advance our programs.

The Forest Service has a work planning process that has been in use for

many years. It can work but often it doesn't. Basically what happens is that Staff Officers specify the main jobs that are to be done and the dollars to be allotted through the budget advice. The District Ranger and his staff then prepare Project Work Plans covering each allotment. The Ranger also prepares a Financial Work Plan which he and the Forest Supervisor sign as a form of contract between them. It is following this point that the system starts to unravel. A contract implies that mutual consent was given at the time it was signed and it also implies that both parties must consent when a change is given. In fact, often this is not what takes place.

Again there is a provision for doing this but the typical reply when a District Ranger says he is already full up on work and can't take on additional work is something to the effect that you guys are pretty innovative - you'll find a way. It takes a strong Ranger to say "no way." His problem in being able to say this is that he often doesn't really know how much time it takes to do a job nor does he know the standard expected. Until he can produce documentation to prove his point he can only protest to no avail.

Not every job needs to be done, and all do not have to be done to the nth degree. The starting point is to spell out what is now being required. After that is done a decision can be made to consciously omit, reduce, or add jobs. We have gone so many years and through so many law changes that we have lost sight of our needs.

Hypothesis

My working hypothesis is that some ORA's do not have a firm grasp of what

their specific recreation job is because currently no system is in effect to help them determine their job parameters or responsibilities. Many ORA's are still attempting to "do" the jobs instead of "managing" the jobs. If such a system could be provided and the ORA's could see potential for the system to help them, they would likely use it.

This paper will provide a logical approach that any ORA can use. It will establish that the sum of the parts must equal the whole. The author's belief is that the present sum of the parts equals more than the whole, thereby the result is decreased quality. All personnel are continually being asked to produce more and retain the quality level. If it is a "given" that quality must remain level; then the two apparent choices available are to work faster or delegate jobs (do less).

Delimitations

Part of the problem lies with the position description for the ORA. There appears to be an imbalance of functions assigned between the two Assistant Rangers (TMA AND ORA), with the ORA having the more difficult assignment because most of the tasks are not interrelated. This, however, is a line decision and will not be dealt with in this paper.

This paper will not deal with what the correct jobs are for an ORA to perform in functions other than recreation, nor will it deal with whether the ORA is producing the correct outputs. It will show what is commonly produced now.

One important factor missing in most recreation work is the amount of time required to perform a task. The old workload analysis system used

in the 1950's and 1960's by the National Forest System gave factors for various jobs, but it was not always apparent to the field person exactly what was included in the job. Neither did the job or factor state what the standard of performance was to be. This resulted in an allowance of hours to do something but no well defined description of what was to be done.

After 77 years of being in the business, the Forest Service still lacks good figures to apply to specific jobs. For example, people should certainly be able to state how long it takes to clean a picnic table if there is a specified procedure to follow. On the other hand, it is not so apparent how long it will take to write an Environmental Assessment. Nevertheless, reasonable estimates can and must be made.

Definitions

All terms used in this paper are common terms except for those which are used in connection with the forms. Their definitions will be found in the chapter on Procedures.

CHAPTER II

REVIEW OF THE LITERATURE

The literature involved with the specific title of this paper was not very helpful since it generally dealt with factory type work where one job was performed repetitively. The job of an ORA does not fit this category; but the duties an ORA performs are involved with all facets of management.

This chapter is arranged to provide some insight into the work measurement systems outside the Forest Service and into the old workload analysis formerly used by the U.S.F.S. It also provides an overview of literature relevant to management functions.

Work Measurement Outside the Forest Service

Time study is generally accepted as starting in a machine shop at the Midvale Steel Company in 1881 with Frederick W. Taylor as its originator. The originator, after becoming general foreman, decided to change the management system "so that the interests of the workmen and the management should become the same, instead of antagonistic." He also stated that "the greatest obstacle to harmonious cooperation between the workman and the management lay in the ignorance of management as to what really constitutes a proper day's work for a workman" (Barnes, 1968).

Taylor then enlisted the aid of two good steady workers who were paid double wages and cooperated fully with his experiment. Recording the

experiment, Taylor states "in these experiments we were not trying to find the maximum work that a man could do on a short spurt or for a few days, but that our endeavor was to learn what really constituted a full day's work for a first class man; the best day's work that a man could properly do year in and year out, and still thrive" (Barnes, 1968).

Frank B. Gilbreth and his wife, Lillian, also were pioneers in this field. Many of the principles and techniques developed by them in the late 1800's and early 1900's are used by industry today. Their studies dealt with building and construction work, the study of fatigue, monotony, transfer of skill, work for the handicapped, and the development of the process chart, motion study, and micromation study (Barnes, 1968).

As years passed, controversy arose over whether time study or motion study was the correct and best procedure. One group viewed time study as a means of setting rates by using a stopwatch as a timing device. Another group saw motion study as an expensive and elaborate technique, requiring a motion picture camera and laboratory procedure for determining a good method of doing work. Others took the best of both processes and used what seemed to be most applicable to the solution of a particular problem.

Several other organizations have played a part in work measurement over the years. The American Society of Mechanical Engineers (ASME) has been responsible for many publications. The former Society of Industrial Engineers and Taylor Society combined to form the Society for Advancement of Management. In 1922, the American Management Association was formed and deals mainly with broad management problems. In 1948, the American

Institute of Industrial Engineers (AIIE) was organized and serves as the professional engineering society in this field.

Work Measurement System in the Forest Service

The workload measurement system in use by the Forest Service in the late 1950's and early 1960's was designed to accomplish four objectives:

1. Determine the volume of work that there was to do to meet the objectives,
2. Document a supportable basis for budget requests,
3. Provide a foundation upon which to organize the work program, and
4. Establish a base to facilitate the equitable distribution of available funds to the administrative units in the field.

It is important to understand that this system was mainly designed to help the Chief's Office present to Congress a case for funding. Districts had difficulty in making this connection.

The system also separated work into "base" work and "project" work. Base work referred to the recurring workload, or the jobs that had to be done year after year. Project jobs referred primarily to that work which fluctuated in character and was not readily subject to accurate service-wide measurement in respect to volume or place, even on an average basis.

While a process of this type is needed for such a geographically widespread and decentralized organization as the Forest Service, the process fell into disrepute. There were several reasons given by the Districts. Two major ones were that the interval between measurements

was too long and that funds weren't received in relation to measured needs. Another reason given was that the "averaging" system used was too broad to apply specifically to their District. In short, the system seemed to promise things that didn't happen (internal FS memorandums, 1953-67).

The biggest single factor for the demise of the system appeared to be the lack of specificity to a District. Added to that would be the new laws that came into being in the late 1960's and 1970's that greatly increased the paperwork. The rising paperwork loads were not accompanied by increases in the professional force.

Today, the primary use of workload measurement is by State and Private Forestry in their work with State forestry organizations. The National Forest System makes little use of this process.

Districts now find themselves in the position of rushing to keep up with hard and soft targets and not having the time to figure a way out of their dilemma involving quantity versus quality in light of decreasing personnel ceilings.

Management Functions

The following section on management functions may seem somewhat unrelated to the subject of workload measurement for an ORA position. However, the functions do have a direct bearing because it is the ORA who must find a way to manage himself/herself out of the overloading dilemma.

A review of these functions will provide a refresher for those individuals who have had management training and an introduction to management for those who have not. Considering how to apply these functions singly, or in combination, may help to solve the problem without doing a workload measurement study. If a significant dent in the problem cannot be made utilizing these functions then a workload measurement study may be in order.

Writers concerned with the broad field of management are in general agreement that the functions of management generally include: planning, control, organization, direction, leadership, motivation, communication, staffing, and innovation (Cleland and King, 1972 and December 1967). Not every writer uses all of the functions listed nor do they necessarily call each function by the name just given, but they do fit into the list. Each of these functions has an important bearing on how the goals and objectives of any organization or individual are met. Sometimes the functions overlap and it is difficult to decide which is being applied (e.g., direction vs. control).

Planning is concerned with determining organizational objectives as well as policies, strategies, schedules, procedures, tools, and methods for achieving them. It is also involved with making decisions about the future, whether short-range or in the distant future.

Major plans contain basic policies which often result in many subplans. This in turn can lead to plans covering minutes, weeks, months, or years.

Good planning can result in: goals being achieved, plans being followed,

changes being made as needed, less crisis management, less poor communication, and a number of other desirable effects.

Control is concerned with the activities that are performed to insure that plans are properly carried out or to detect deviations in time to make corrections. Involved in this function are such things as measurement, feedback, monitoring, and correction.

A major purpose of a control system should be to anticipate future problems rather than to fix past problems. For this reason, a good plan will have control mechanisms built into it. The problem is not to overcontrol or set up a system that is more costly than the benefits.

Four common types of control standards involve money, things, people, and time. An organization should know what the cost of an item is. With a fixed budget this is the only way they will know how many of an item can be produced. 'Thing' standards concern how many will be produced, how precise each will be, etc., which collectively may be referred to as quality. 'People' standards may involve how long it takes for a particular skill level employee to perform a job, or it may take the form of personnel qualifications to perform a particular job. The last standard, 'time,' relates to the chronological time that is available or it may relate to how long it should take a person to perform a job.

The budget is generally viewed as a primary control item. Many people mistrust budgets because in their view the amount of work required can't be accomplished with the funds provided. If costs were known, and budgets matched costs, there would be no problem; but as long as managers

pad accounts, disregard line item constraints, or make excessive end of the year purchases, the true costs will never be known. Sloppy project managers should not be rewarded.

Organization is concerned with determining and listing the activities necessary to carry out plans, grouping these activities, assigning the activities to unit managers, and delegating them the authority to carry out the activities.

Organizations are hierarchial and functional. Various subsystems exist, such as Recreation Management, with a manager to administer this part of the system. He or she reports to higher officials and in turn the position has other individuals reporting to him or her.

Each subsystem must be defined. Organization charts and job descriptions explain in broad fashion who does what and who has what power. The actual division of labor is also suggested. Job descriptions typically deal with broad statements rather than with specific things a person does. The concept of line authority and staff is also important. Line authority indicates a manager has direct formal or official authority over certain positions. Staff is a term used to indicate a person who functions in an advisory capacity and gives advice, information, or recommendations. People, except for those at the very top or the very bottom, typically perform dual rolls; they are staff to their boss, and in turn they are the line to their staff.

Direction is concerned with getting things done. There are many styles

varying from dictatorial to laissez-faire and the correct style needed may vary for individual situations.

Direction relates more to the formal position and authority of the manager. It also involves issuing instruction, orders and assignments, counseling employees on plans and performance, and rewarding and disciplining employees.

Leadership is similar to direction but with a major distinction. Direction given to a manager for any job may be very strong but how the manager goes about getting his/her people to respond is the leadership aspect. Trust and faith are two main ingredients of leadership.

Leadership also involves the interaction between one person and one or more others in an attempt by one person to effect certain behavioral results in others. It involves getting voluntary cooperation and understanding people's feelings and problems. Good leadership facilitates goal attainment.

Motivation is concerned with an individual wanting to do a job properly. Sometines the lack of motivation is due to disinterest in the job, not understanding the necessity for the job, or not knowing what is to be done.

Motivation is also concerned with how behavior is started in an individual, how it is energized, sustained, directed, and stopped. People have various personal needs or desires, such as more job satisfaction, more money, personal satisfaction, etc. When one need is fulfilled, another need rises to the top.

Communication is concerned with getting information to and from people whether up and down, or laterally, in an orgarization. It is successful only when mutual understanding results.

Communication can also be considered formal or informal. In the first instance, formal communication is involved with the information that flows through the official communication network. Informal communication flows outside the official network and can be factual, partially factual, distorted, a rumor, or a falsehood.

Staffing is concerned with how to man and keep manned the positions required for an organization to meet its goals.

In the final analysis, management comes down to people. Any successful organization must have a good management and labor force or the job won't get done. Among the critical elements involved in the staffing process are these:

a. Planning for recruiting
b. Developing criteria to select and promote people
c. Developing techniques and criteria for appraising people
d. Developing job descriptions that properly describe the job
e. Developing skill levels and in turn compensation levels
f. Training
g. Personal development

Innovation is concerned with finding new ways to perform old jobs that produce better results or are less expensive. Organizations cannot exist

forever without innovation. The computer industry is an outstanding example of constant innovation.

An innovator has to work hard at planning. To simply develop a new method or process is not the end, it must be both effective and efficient.

Reading some of the references listed in the Bibliography should be helpful. Many management books restate other writers' findings but significant changes are taking place if one searches. As the reader goes through the samples in Appendix E it will become clearer how an understanding of management functions can be helpful to an ORA.

CHAPTER III

PROCEDURES

Approach

Most ORA positions will have about 1,848 work hours annually (Appendix B) to devote to their positions. On the Huron-Manistee National Forests where the job is spread over several functions, it becomes readily apparent that the ORA must relinquish most of the "doing" jobs to technical help and concentrate on "managing."

Making the change from doing to managing is not an easy transition for some people. Generally, the doing part of the job is where the excitement is and where one derives the feeling of accomplishment.

Position descriptions are used to relate in broad terms what the holder of a position is expected to do. Since all the duties are generally covered in no more than one and one-half pages it is obvious that the position holder cannot be told in detail through this means what is to be done.

Performance standards are now being used, but they are being used to cover the larger jobs that the District Ranger and ORA agree upon. Over-reliance on meeting a few performance items which determine the individuals annual rating can have an adverse effect on the total job required by policy and expected by the public and other levels of the Forest Service.

At this point it should be clearly understood that the workload measurement system can serve line and staff equally well. A line officer always has the prerogative of assigning work, but he also has an obligation to help get the work done. The study will simply show what time demands there are upon the ORA position to do the jobs that are currently considered necessary through Forest Service Manual direction. If the study shows the current jobs total more time than is available to the ORA then the three solutions are: The line officer can provide the additional help; or the line officer can proceed to change the policies and requirements; or the line officer can state which policies or requirements are to be ignored. It is the line officers choice but he now has a tool to help him make the proper decision.

The ORA and the District Ranger working together can develop annual work plans and performance standards that will accomplish what the District Ranger wants while at the same time relieving the ORA of an obligation to carryout certain jobs previously assumed by the ORA because of Forest Service Manual direction or staff direction.

The first step needed is to develop some system of workload measurement that could be used by any ORA to determine within reasonable time limits what the recreational aspects of the job are and estimate the time needed to handle the job. If the system would work for recreation then it should work for other functions. By combining the results from all functions associated with the position the ORA would be able to determine whether the position was over or underweighted. The ORA would then know

whether to delegate some managerial jobs or whether to take on some project work to achieve a balanced year. The system, when completed, could be used for:

a. Distributing work and financing equitably
b. Checking accomplishments against standards
c. Establishing an organizational structure
d. Establishing pay levels through skills determination
e. Assisting in adjusting priorities for accomplishment
f. Assisting in clarifying appeals for financing and support
g. Pinpointing training needs
h. Spotting efficient procedures
i. Assuring that no important jobs are overlooked
j. Assisting in developing management and employee objectives

Subjects

This process for determining existing FSM direction workload involves three skill levels: the ORA and Recreation Technicians at the District level, and the Recreation Staff Officer at the Supervisor's Office level. All Districts on a Forest would be involved when preparing and completing the forms. Line officer support should be obtained prior to starting the study.

Instrumentation

Two types of forms were developed for use in determining the recreation workload at the District level. The first form is titled "Job Definition and Standard" (Appendix C). The second form is titled "Attachment" (Appendix D). Basically, the first form describes the job and who should

perform the work and the second form lists how many jobs there are to do, how long each will take, and the total hours needed. Appendices C and D show blank forms while Appendix E lists 17 sample Job Definitions and Standard forms and the accompanying Attachment forms. Both forms are fully defined as follows:

JOB DEFINITION AND STANDARD FORM

Unit Location Codes: Used to define the geographical location of a Ranger District by using the codes for Region, Forest, and District that are presently assigned in Forest Service Manual 6561.1 to each District.

Date: Used to record the date the form was prepared or the date agreement was reached on the job.

Job Number: Used to identify each recreation job by using the number 23 (from Title 2300-Recreation Management) and leaving two spaces to identify the jobs in any order chosen. The original intent was to tie jobs to FSM Chapter, but some jobs overlap chapter coverage. The last two spaces will allow for up to 99 jobs. An additional space could be added, but shouldn't be necessary.

Job Title: Used to title jobs so they will be meaningful to the user. The number of spaces has no significance when not using a computer. Each job title was prefaced by "Recreation" to separate similar jobs in other functions from being confused.

Job Definition and Standard:

Used to spell out the job in sufficient detail so that the ORA and Technicians will know what is expected of them.

The Job Definition is probably the most important step in the process. Care must be exercised in insuring that all the work an ORA is required to do is covered by the job definition. Since the work of the ORA is tied to that of Technicians, the process used in this paper will also pick up any Technician work that is involved with a particular job. It will not pick up all Technician work, but it could be designed to do this.

People have a natural tendency to reduce the number of items with which they have to work. This is a normal, and seemingly logical position to take; however, it can lead to frustration in a workload measurement process. Job definitions must also include standards to be meaningful, therefore, if too many different kinds of jobs are lumped together it will be nearly impossible to write meaningful standards. Time spent on developing good jobs and standards will be well spent since the desired end product should be evident to the reader (doer).

Establishing a standard can be a traumatic

experience. Some jobs currently being done do not have any written standards, although there may be considerable procedural steps written. In developing standards, some employees may find out for the first time what is expected of them. Deciding what is needed will be easy in some instances and difficult in others, but these guidelines may be helpful.

a. Standards should spell out how well rather than what.

b. Standards should complete the statement: "This job will have been satisfactorily performed when the following result(s) is(are) obtained..."

c. Standards may be in the form of quotas, targets, schedules, budgets, etc.

d. Standards must be feasible, realistic, and specific.

The first attempt at writing standards may not be the best. There is nothing wrong with rewriting at a later date.

Assignment - Professional or Technical:

Used to define, in approximate terms, how much of each job should be done by the ORA and by Technicians.

Normally, there will be a distinct split between the ORA and Technicians resulting in the total being 100 (i.e., 70-30, 60-40, etc.) but some jobs may require equal time from both (i.e., 100-100). An example would be a counseling session expected to last three hours. Both participants would be required for three hours each; therefore, a 100-100 percentage would be shown. Using a 50-50 split would be incorrect since it would imply each would only spend 1½ hours. The correct number of hours should be recorded in the TOTAL PH column (person hours) and by skill level on the ATTACHMENT form.

This paper shows what the author felt would be reasonable percentages for each job but users can change to suit individual needs.

The only criterion to base the decision on is who should do the job, not who is doing the job. This is an obvious way to reshape an organization. Listing who is presently doing the job will only perpetuate the current organization, which may or may not be the better organization.

Total Hours by Skill Level:

Used to summarize the hours needed by the ORA and by Technicians and is cumulated from all ATTACHMENT pages. Appendix F is a summary of total hours by skill level.

Attachments: Used to record the number of ATTACHMENT pages so that all pages are accounted for.

ATTACHMENT FORM

Attachment: Used to number each page numerically.

To Job Number: Used to record the Job Number to which the ATTACHMENT applies.

Other: Used to list what must be done for a quality job to meet the standard. Include FSM or FSH references, form numbers, due dates, quantities, skill level which should do each job, and person hours required to do the job. Where quantities fluctuate by year use an average and document figures on reverse side.

This paper uses the past three fiscal years as a basis for determining an average. For items which remain fairly static, a 3-year average is probably acceptable. For items that are rapidly trending upward or downward, a 2-year or even the most recent year may be used. The only concern is that consistency among units should apply.

The writer is free to set up charts, lists, etc., as needed to arrive at the hours needed by skill level to perform jobs to the standard specified on the Job Definition and Standard form to which this attachment applies.

When making time estimates, there should be no attempt to time study an ORA. Their work is not of a nature that lends itself to this procedure; rather, an educated estimate will suffice.

Obtaining an estimate will vary with conditions. Initially, each ORA and Recreation Technician can be asked to estimate the person hours needed to do the job once. Their estimate should be in tenths of an hour. The Recreation Staff Officer (RSO) can then average the results (a quick and dirty approach) or plot the results and ask each respondent to reevaluate his/her response and/or give reasons for the estimate such as in a Delphi approach to problem solving.

Estimated number to do is the number of times something must be done without any frequency attached (i.e., an annual report would appear as 1). Number of times to do involves frequency (i.e., a quarterly report would be listed as 1 in Estimated Number to Do and 4 in Number of Times to Do).

Collection of Data

The recommended steps to follow are:

1. The Forest Recreation Staff Officer (RSO) should meet with District

ORA's for the purpose of deciding whether the job of defining the District ORA's recreation job is worthwhile. Assuming the decision is positive, then the group should:

a. Review the JOB DEFINITION AND STANDARD (JD&S) pages provided in this paper.
b. Review the ATTACHMENT pages provided in this paper.
c. Decide which of the pages apply as written.
d. Decide which pages need to be revised.
e. Decide what additional recreation JD&S pages must be written.

2. The RSO should then assign the
   a. Rewriting of some JD&S pages.
   b. Writing of new draft JD&S pages.

3. After Step 2 is completed, each ORA should be provided draft copies for their input. After the input is received, the RSO should print revised pages and send a complete packet of all revised and nonrevised pages to ORA's.

4. ORA's should then meet with their Technicians to determine whether the job packet as now written is complete and acceptable.

5. ORA's should provide input from their meeting with Technicians to the RSO.

6. The RSO should then make a final revision and prepare copies for ORA's and Technicians.

7. A second meeting should then be held with the RSO, ORA's, and a Line

Officer representative for the purpose of obtaining concurrence on the jobs.

8. The set of approved JOB DEFINITION AND STANDARD forms and ATTACHMENT forms should then be made permanent in some fashion.

The two major items to be resolved after deciding on the appropriate jobs are:

1. The skill level which should perform the task, and
2. How long it should take to perform the tasks associated with a job.

In reference to the time allotted for a job, the time should be based on the length of time it would take a journeyman level person to do the job. This means that the time allotted will be something less than for the average person performing the task. Do not make the mistake of averaging everyone's estimate. Strive for a realistic time and provide training to those who perform at lower levels. Forms initially should not go out to Districts with time factors listed on them. The reason for this is to avoid prejudicing anyone's estimate of the appropriate time factor.

Treatment of Data

The information obtained from the two forms is designed to be compiled through a hand calculation project. Once agreement has been reached on the correct wording for the JOB DEFINITION AND STANDARD form and the correct format for any ATTACHMENT forms the system could easily be converted to a computer program that would make all calculations.

This paper does not cover how to computerize this process. To do so

would have required more time than could have been allotted. There is no question that the process could be computerized. State and Private Forestry has a program which they use with State Foresters. That program could provide valuable background for anyone desiring to carry this process on through computerization. With a suitable program there is no reason a District could not display new totals for each job on an annual basis if they were tied in to FLIPS or had other access to a computer. With this capability it would be very easy to make the system responsive to current situations.

CHAPTER FOUR

SUMMARY AND CONCLUSIONS

Summary of Procedures and Findings

The objective was to find a way to assist the Assistant Ranger for Other Resources (ORA) in determining the overall workload of the position. This was accomplished by selecting only the recreation portion of the workload and then developing a process and format to accomplish this objective. By applying the same approach to the other functional activities assigned to the position, the total workload could be determined.

Conclusions

Based upon the process and format developed it is possible to determine the recreation workload reasonably easy. Exact precision is not the desired end; comparability between units is.

Discussion and Implications

One factor became very apparent when discussing the jobs with the field people - each one sees the job to be done in a somewhat different manner.

Each contact also agreed that they only wanted their fair share of funds and that some type of standardization, or leveling process, was needed.

The contacts also pointed out that many jobs, particularly in recreation, are being slighted because there are no hard targets to meet.

The loss of quality in various jobs was also brought out. This item is tied in with the previous one in that when time is scarce and jobs are many, time will be devoted to payoff items.

Contacts also agreed that the workload process would be a good method to use in pointing out what their real job is. Too often it is easy to be told to deal with the big problems, but it is the required work brought on by the law or policy that eats up the time.

Recommendations:

My recommendations are these:

1. ORA's wanting to know their recreation workload should obtain the approval of their District Ranger to initiate the process.

2. District Rangers should then enlist the support of the Recreation Staff Officer.

3. Obtain Forest Supervisor approval to test the process for recreation only.

4. Based on the time demands and results of the recreation workload, consider expanding to other functions.

5. Do not lose sight of the fact that time factors must be meaningful at the District level or the system will not be perceived as being valid.

Many current jobs are required by existing policy. A review of the jobs that are currently required and the time it takes to do them can be the

beginning point for an overall review of whether the "right" jobs are being done. Time changes but often policy does not - rightly or wrongly. Before changes can be expected, documentation is usually required and the procedures outlined in this paper should be helpful.

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APPENDIX A

THE FOREST SERVICE MANUALS AND HANDBOOKS DEALING WITH RECREATION INCLUDE THESE CODES AND PAGES:

MANUAL OR HAND-BOOK	CODE	TITLE	WASHING-TON OFFICE	W.O. INTERIM DIRECT-IVES	REGION 9 SUPPLE-MENT	HURON-MANISTEE SUPPLE-MENT	TOTAL
FSM	2300	RECREATION MANAGEMENT					
	ZERO		20	-	-	-	20
	2310	Recreation System Planning	46	-	3	-	49
	2320	Wilderness and Primitive Areas	128	11	2	-	141
	2330	Development Sites in Public Sector	63	7	32	5	107
	2340	Development Sites in Private Sector	33	2	24	-	59
	2350	General Forest Environment Areas	30	-	2	4	36
	2360	Special Interest Areas	70	-	16	-	86
	2370	Other Nationally Significant Areas	5	-	-	-	5
	2380	Landscape Management	8	20	-	-	28
		SUB-TOTAL	403	40	79	9	531
FSH	2121.4	R-9 Multiple Use Management Guide	-	-	49	9	58
	2309.11	RIM Handbook	346	79	17	-	442
	2309.13	Recreation Planning Handbook	151				151
	2309.16	Landscape Management Handbook	62				62
	2309.17	Landscape Management Visual Display Techniques Handbook	47				47
	2309.21	Swimming Site Administration Handbook (R9)			21		21
	2309.22	Landscape Management Handbook (RO)			67		67
	2309.23	Recreation Site Development Planning Handbook (R9)			20		20
	2309.24	Cultural Resources Handbook			NW		-
	2309.25	Winter Sports Administration Handbook			NW		-
	2309.26	Off-Road Vehicle Management Handbook			NW		-
	-	Wilderness Management Handbook (R8 & R9)			49		49
	6509.14	Collection Officer Handbook	21		6		27
	7709.12	Trails Handbook	50		5	13	68
		SUB-TOTAL	677	79	234	22	1,012
		TOTAL	1,080	119	313	31	1,543

NOTE: NW = Not Written

APPENDIX B

PERSON YEAR CALCULATION

The number of work hours representing a person year of work for any employee is determined by this procedure:

Multiply the number of weeks in a year by the number of work days per week, subtract holidays and paid non-work days, then multiply by 8.

52 weeks x 5 days/week = 260 days

Less:

a. Number of holidays = 9

b. Number of vacations days = 13, 20, or 26, depending on years of service. Most ORA's would receive 20.
= 20

Subtotal = -29 days

c. Total available days = 231 days

d. Hours per day x 8 hours/day

e. Work hours available per year = 1848

The 1848 hours would represent the maximum hours an ORA would have available. The author feels it is unrealistic to plan every hour and that some percentage, e.g. 10%, should be unplanned to allow for the unexpected.

APPENDIX C
JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION ☐☐ FOREST ☐☐ DISTRICT ☐☐

DATE ☐☐☐☐☐☐ JOB NUMBER ☐☐☐☐

JOB TITLE ☐☐☐☐☐☐

APPENDIX D
ATTACHMENT

ATTACHMENT ☐ TO JOB NUMBER ☐☐☐☐

APPENDIX E

JOB NUMBER	JOB TITLE
2301	Recreation F.S. Manual and Handbook Review
2302	Recreation Program Planning and Budgeting
2303	Recreation Annual Work Plan and Budget
2304	Recreation Training
2305	Recreation Coordination and Cooperation
2306	Recreation Environmental Assessments and EIS's
2307	Recreation Law Enforcement
2308	Recreation Special Use
2309	Recreation Developed Site Inspections
2310	Recreation Use Sampling
2311	Recreation Signs and Posters
2312	Recreation Contracting
2313	Recreation Trail Management
2314	Recreation Reports
2315	Recreation Information
2316	Recreation Management Pland
2317	Recreation Cultural Resources

JOB DZFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][1]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][F][S][ ][M][A][N][U][A][L][ ][ ]
[A][N][D][ ][H][A][N][D][B][O][O][K][ ][R][E][V][I][E][W][ ][ ][ ]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
Review all FSM and FSH authorities, objectives, policies, and responsibilities impacting the ORA job once annually.	100	-
Review all FSM amendments and Regional and Forest supplements impacting the ORA job as received.	100	-
Determine the local effect of any FSM and FSH changes and make them known to the appropriate staff.	80	20

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL

ATTACHMENTS 2

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][1]

NUMBER OF PAGES BY FSM CODE AND TOPIC

CODE	TITLE	AUTHORITY	OBJECTIVES	POLICIES	RESPONSIBILITIES
2300	Zero Code	2301 (1.2)	2302 (3.0)	2303 (2.3)	
2310	Recreation System Planning		2310.1 (0.1) 2312.02 (1.5) 2314.21 (0.1) 2315.02 (0.2)	2310.3 (1.0) 2314.22 (0.1)	2310.4 (1.0) 2312.04 (0.5)
2320	Wildernesses Primitive Areas	2320.1 (0.2) 2325.01 (0.5)	2320.1 (0.7)	2320.3 (11.0)	2320.4 (0.3) 2321.04 (1.5) 2322.04 (0.2) 2323.04 (3.5) 2324.04 (0.2) 2325.04 (0.4) 2326.04 (0.6)
2330	Development of Site in Public Sector	2330.1 (0.1) 2332.21 (0.1)	2330.2 (0.2) 2332.22 (0.1)	2330.3 (2.0) 2332.23 (0.5)	2330.4 (2.0)
2340	Development Site in Private Sector	2340.1 (0.1)	2340.2 (0.2) 2342.02 (0.2) 2343.02 (0.1) 2344.02 (0.1) 2345.02 (0.3)	2340.3 (2.6 2342.03 (1.5) 2343.03 (2.8) 2344.03 (1.6) 2345.03 (1.1)	2342.04 (0.2)
2350	General Forest Environment Areas	2353.01 (0.7) 2355.01 (0.8)	2350.2 (R) 2353.02 (0.1) 2355.02 (0.2)	2350.3 (R) 2353.03 (0.3) 2355.03 (0.9)	2353.04 (3.0) 2355.04 (2.0)
2360	Special Interest Areas	2360.1 (0.5) 2361.01 (6.0) 2362.01 (0.5)	2360.2 (0.2) 2361.02 (0.5) 2362.02 (0.1) 2363.32 (0.1)	2360.3 (1.6) 2361.03 (0.6) 2362.03 (0.1)	2360.4 (0.5) 2361.04 (0.6) 2362.04 (0.6) 2362.31 (2.0)
2370	Other Nationally Significant Areas	2371.01 (0.6)	2371.02 (0.3)	2371.03 (0.9)	2371.04 (0.2)
2380	Landscape Management	2380.1 (0.2)	2380.2 (0.1)	2380.3 (0.3)	2380.4 (0.7)
Total Pages		11.5	8.4	31.2	20.0

I. Total pages of existing authorities, objectives, policies, and responsibilities in FSM = ___ x ___ minutes per page to review and digest = ___ minutes divided by 60 = ___PH.

II. Estimated pages of new or revised authorities, etc. in FSM = ___ x ___ minutes per page = ___ minutes divided by 60 = ___ PH.

NOTE: Numbers in parentheses indicate full pages.

ATTACHMENT

ATTACHMENT [2] TO JOB NUMBER [2][3][0][1]

NUMBER OF PAGES BY FSH CODE AND HANDBOOK

CODE	TITLE	AUTHORITY	OBJECTIVES	POLICIES	RESPONSIBILITIES
2121.4	R9 Multiple Use Management Guide				
2309.11	RIM Handbook				
2309.13	Recreation Planning Handbook	201 (0.2)	202 (0.4) 310.1 (0.1) 402 (0.5) 502 (0.1)		
2309.16	Landscape Management Handbook		4.1 (1.0)		
2309.17	Landscape Management Visual Display Technique Handbook		102 (0.2		
2309.21	Swimming Site Administration Handbook, R9				
2309.22	Landscape Management Handbook, R9	01 (.75)	02 (.25)	03 (1.25)	
2309.23	Recreation Site Development Planning Handbook, R9				
2309.24	Cultural Resources Handbook				
2309.25	Winter Sports Administration Handbook				
2309.26	Off-Road Vehicle Management Handbook				
	Wilderness Managers Handbook (R8 & R9)	100.20 (1.1)			400 (15.0)
6509.14	Collection Officer Handbook	010 (0.1)	020 (0.3)	030 (2.8)	040 (0.3)
7709.12	Trails Handbook		311 (0.5)	312 (0.9)	
Total Pages		2.15	3.35	4.95	15.3

I. Total pages of existing authorities, objectives, policies, and responsibilities in FSH = ___ x ___ minutes per page to review and digest = ___ minutes divided by 60 = ___ PH.

II. Estimated pages of new or revised authorities, etc. in FSH = ___ x ___ minutes per page = ___ minutes divided by 60 = ___ PH.

NOTE: Numbers in parentheses indicate full pages.

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][2]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][P][R][O][G][R][A][M][ ][ ][ ][ ]
[P][L][A][N][N][I][N][G][ ][A][N][D][ ][B][U][D][G][E][T][I][N][G]

JOB DEFINITION AND STANDARD

	ASSIGNMENT PROF%	TECH%
Meet S.O. due dates by providing sufficient detail and accuracy in ADVENT and Capital Investment proposals that 90% of the proposals do not require S.O. follow-up.		
I. Capital Investment		
A. Meet with District Staff to determine need for and priority of future capital investment projects.	100	100
B. Estimate rough quantities, time frames, locations and dollars.	40	60
C. Submit Recreation Project Initiation form HM-2300-4.	100	-
D. Discuss proposals with Recreation Staff Officer.	100	-
E. Participate in field review of proposals.	100	-
F. Finalize proposals.	70	30
G. Submit final proposals to S.O. and maintain file copies.	100	-
II. ADVENT		
A. Meet with District Staff to select jobs for budget 2 years in future.	100	100
B. Review completed Project Work Plans and expenditure records for comparison.	60	40
C. Rough out proposals on 1930-1.	20	80
D. Discuss with Recreation Staff Officer.	100	-
E. Adjust if necessary.	100	-
F. Finalize proposals.	70	30
G. Submit final proposals to S.O. and maintain file copies.	100	-

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL
TECHNICAL [ ][ ][ ]

ATTACHMENTS 2

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][2]

PREPARE CAPITAL INVESTMENT PROPOSALS

TASKS	EST. NO. OF PROPOSALS X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Meet with staff to determine need for and priority of future projects.	N/A	/person			
B. Estimate rough quantities, time frames, locations, and dollars.					
C. Submit form HM-2300-4.					
D. Discuss proposals with RSO.					
E. Participate in field review of proposals.					
F. Finalize proposals.					
G. Submit final proposals to S.O. and maintain file copies.					

ATTACHMENT

ATTACHMENT [2] TO JOB NUMBER [2][3][0][2]

PREPARE ADVENT FORMS TWO YEARS IN ADVANCE

TASKS	EST. NO. OF PROPOSALS X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Meet with staff to select jobs for budget.					
B. Review completed Project Work Plans and expenditure records for comparison.					
C. Rough out proposals on form 1930-1.					
D. Discuss proposals with RSO.					
E. Adjust if necessary.					
F. Finalize proposals.					
G. Submit final proposals to S.O. and maintain file copies.					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][3]

JOB TITLE [R][E][C][R][E][A][T][I][O][N] [A][N][N][U][A][L] [W][O][R][K] / [P][L][A][N] [A][N][D] [B][U][D][G][E][T]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
Jobs		
A. Read and understand the R9 Plan of Work, the HMNF Plan of Work and Budget Advice, the assignment of work, targets, and dollars to the District.	100	-
B. Meet with District staff to explain current year needs.	100	100
C. Prepare Project Work Plans (1900-4).	25	75
D. Prepare Direct Project Financial Plan Summary (6500-154).	100	-
E. Conduct periodic work planning sessions with staff.	100	100
F. Review progress with District Ranger.	100	-

Standards

Involve Technicians by reviewing all plans with them and requiring them to draft PWP's that will be assigned directly to them.

Work with Technicians to develop PWP's responsive to targets and budgets.

Discuss any problem areas with DR and Recreation Staff Officer to arrive at agreed upon production.

Assign the responsibility of carrying out each PWP to a Technician.

Each PWP will be a complete document with all attachments needed for the Technician to assume ownership of the project and carry it through successfully.

This process will permit a more job-satisfying experience by enabling the Technician to plan, achieve, and be recognized for carrying a complete project through to completion.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][3]

TASKS	ESTIMATED NUMBER OF DOCUMENTS	ESTIMATED NUMBER OF MEETINGS	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Read R9 Plan of Work, HMMF Plan of Work, and Budget Advice.		X				
B. Hold initial meeting with District Staff to explain needs.	X	1				
C. Prepare PWP's.		X				
D. Prepare FS 6500-154.	1	X				
E. Conduct periodic work planning sessions.	X					
F. Review progress with DR.	X					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][4]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][T][R][A][I][N][I][N][G]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
Jobs		
A. Prepare training plans for staff.	100	100
B. Arrange for training of staff.	100	-
C. Attend training sessions as a trainer.	100	100
D. Attend training sessions as a trainee.	100	100
E. Counsel and rate performance of staff.	100	100
F. Read journals, magazines, newsletters, research reports, product literature, etc.	100	-
G. Digest above materials for applicability to District work and discuss pertinent sections with appropriate staff.	100	100
H. Maintain a technical library.	10	90
I. Be familiar with FSM 2308 (1.6), 2332.3 (0.2), 2334.33c (0.7), and 2361.4 (1.9) = 4.4 pages.	100	-

Standards

ORA and staff can either do recreation jobs to standards or training needs have been identified, budgeted, and planned for to accomplish the needed training.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][4]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare annual training plan for each staff.					
B. Arrange for training of staff.					
C. Attend training sessions as trainer.					
D. Attend training sessions as trainee.					
E. Annually counsel and rate staff.					
Periodically counsel staff.					
F. Read media materials:					
1. Magazines					
2. Books					
3. Newsletters					
4. Research Reports					
5. Product Literature					
G. Discuss pertinent parts of above media with staff.					
H. Maintain a technical library.					
I. Read FSM references on training.					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][5]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][C][O][O][R][D][I][N][A][T][I][O][N][ ][&][ ][C][O][O][P][E][R][A][T][I][O][N]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	ASSIGNMENT TECH%
Jobs:		
A. Meet with private individuals and organizations, state and other federal agencies to attain mutual objectives.	100	-
B. Correspond with Cooperators.	80	20
C. Prepare draft Memorandums of Understanding.	90	10
D. Review existing Memorandums of Understanding.	100	100
E. Prepare Volunteer Agreements.	90	10
F. Review existing Volunteer Agreements.	100	100
G. Attend user group meetings.	80	20

Standards:

A. At least annual contact is made with cooperators involved in District activities.

B. Documents prepared are complete and clear as to what each party will do.

C. Be familiar with FSM references:

1. Cooperation: 2303.1 (1.1), 2321.5 (3.0), 2326.12 (4.0), 2358.8 (R), 2355.25 (0.4) = 8.5 pages.

2. Coordination: 2315 (7.0), 2316 (8.0), 2317 (1.2), 2355.15 (0.5), 2361.3 (0.4), 2363.21a (0.5), 2363.35 (0.3) = 17.9 pages.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][0][5]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Attend meetings with:					
1. Individual cooperators					
2. State cooperators					
3. Federal cooperators					
4. Private organizations					
5. Total					
B. Correspond with Cooperators					
1. By letter					
2. By telephone					
C. Prepare draft Memorandums of Understanding.					
D. Review existing Memorandums of Understanding with staff.					
E. Prepare Volunteer Agreements.					
F. Review existing Volunteer Agreements with staff.					
G. Attend other citizen group meetings.					
H. Read FSM references on Cooperation and Coordination once annually.					

List Cooperators on reverse side.

List existing MOU's and VA's on reverse side (S.O. to provide master list).

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][6]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][E][N][V][I][R][O][N][M][E][N][T]
[A][L][ ][A][S][S][E][S][S][M][E][N][T][S][ ][&][ ][E][I][S]['][S]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
Jobs:		
A. Prepare Recreation generated EA's and EIS's including related materials such as maps, photos, etc.	80	20
B. Consult with other staff and interested parties on recreation generated EA's and EIS's.	90	10
C. Review other functional generated EA's and EIS's.	90	10
D. Review timber management compartment narratives, maps, etc., for consideration of recreation needs.	100	-

Standards:

A. Prepare new documents in sufficient time to allow for a review process that will not impact project initiation.

B. Review other functional projects in sufficient detail that recreation coordination is assured and corrections can be made in time.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][6]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare new documents					
1. Environmental Assessments					
a. Narrative					
b. Maps					
c. Photos					
d. Field review					
2. Environmental Impact Statements					
a. Narrative					
b. Maps					
c. Photos					
d. Field review					
3. Total					
B. Consult with other staff on recreation generated documents					
1. EA's					
2. EIS's					
3. Total					
C. Review other functional documents					
1. EA's					
2. EIS's					
3. Total					
D. Review Timber Management Compartment files					

E. List the EA's and EIS's covered in A.

_____

_____

_____

_____

_____

_____

_____

_____

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][7]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][L][A][W][ ][E][N][F][O][R][C][E]
[M][E][N][T]

JOB DEFINITION AND STANDARD

	ASSIGNMENT PROF%	TECH%
Jobs		
Provide for a reasonable level of law enforcement in developed sites and in dispersed areas by:		
A. Preparing an annual LE plan for each site or area that is consistent with use patterns.	25	75
B. Posting and otherwise making regulations and closures known to the public.	5	95
C. Annually reviewing closure orders (FSM 5350).	100	-
D. Arranging for extra Cooperator patrols.	80	20
E. Conducting FS patrols.	10	90
F. Writing Incident Reports, Warning Notices, and Violation Notices as necessary.	5	95
G. Preparing Case Reports as needed.	10	90
H. Appearing in Court as needed.	10	90

Standards

All law enforcement reports will be made according to R9 standards in FSM 5340.

All officers performing LE duties will be properly trained, uniformed, and equipped.

All outside inquiries can be answered with full knowledge that correct and consistent procedures were followed.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][0][7]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare annual LE plan for recreation:					
1. developed sites					
2. dispersed areas					
B. Post regulations (No. of sites)					
Post closure orders (No. orders)					
C. Annually review closure orders for need.					
D. Contact Cooperative Law Enforcement Cooperator to arrange for patrols.					
E. Conduct FS LE patrols.					
F. Write Incident Reports (5300-1)					
Write Warning Notices (5300-1)					
Write Violation Notices (5300-4)					
G. Conduct investigations					
Write case reports					
H. Appear in Court as:					
1. Witness					
2. Complainant					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][8]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][S][P][E][C][I][A][L][ ][U][S][E]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	ASSIGNMENT TECH%
A. Inspect all permittees according to schedule in FSM 2716.53 and when permittee is expected to be on-site.	20	80
B. Review inspection reports for completeness, findings, and clarity.	100	-
C. Write letters to permittees (pre-inspection)	-	100
(Post-inspection) within 10 days following inspection date.	20	80
D. Process applications within 14 days of receipt.	100	-
E. Prepare maps for permits (large scale, clear, complete).	-	100
F. Prepare new permits where authority is delegated within 30 days of receipt of application.	100	-
G. Post new permits to maps and records within 5 days of permit issuance.	-	100
H. Participate in audits of variable income producing permits.	25	75

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]

TECHNICAL

ATTACHMENTS 2

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][0][8]

I. Existing Permits				TOTAL PH	HOURS	
					PROF.	TECH.
A. Conduct Field Inspections						
TYPE	NO.	INSPECTION FREQUENCY	HOURS TO INSPECT ONCE & TO COMPLETE FORM			
111 Boat, Dock, Wharf		Annual				
112 Club		Annual				
113 Organ. Camp		Annual				
115 Private Camp		Annual				
121 Cabin		Annual				
123 Recr. Residence		Annual				
133 Resort		Annual				
144 Park and Playground		Annual				
149 Recreation Event		Annual				
153 Outfitter Guide		Annual				
161 Winter Sports Resort		Annual				
163 Ski Trail		Annual				
165 Snowplay		Annual				
B. Review inspection reports Total number/year ___ x ___ PH/report =						
C. Write letters to permittees (pre and post inspection) No. permittees (from A) ___ x ___ PH/letter (pre) = ___ x ___ PH/letter (post) =						
II. New or Transfer Permits						
D. Process new applications FY 80 No. Received ____ 81 ____ 82 ____ Total ____ ÷ 3 = ___ x ___ PH/Application =						
E. Prepare maps for permits Avg. (from D) ___ x ___ PH/map =						
F. Prepare new permits (local authority) FY 80 No. Prepared ____ 81 ____ 82 ____ Total ____ ÷ 3 = ___ x ___ PH/Permit =						

ATTACHMENT

ATTACHMENT [2] **TO JOB NUMBER** [2][3][0][8]

TASKS	TOTAL PH	HOURS	
		PROF.	TECH.
G. Post new permits to maps and records No. new permits ___ x ___ PH/Permit =			
III. Audits H. Participate in audits Type of Permit — No. x PH Per Audit Concessionaire — ____ Outfitter/Guide — ____ Winter Sports — ____			

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][0][9]

JOB TITLE [R][E][C][R][E][A][T][I][O][N] [D][E][V][E][L][O][P][M][E][N][T]
[S][I][T][E] [I][N][S][P][E][C][T][I][O][N][S]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF'L	ASSIGNMENT TECH'L
I. Conduct inspections, reviews, and audits of developed sites to meet the intent of FSM and FSH direction, and on schedule.		
A. Annual hazard tree inspection.	10	90
B. Recreation site maintenance and safety inspection:		
1. In-depth inspection	100	100
2. Pre-season readiness inspection	100	100
3. Periodic spot check each site once during the season	100	-
4. Engineering inspection of buildings and bridges.	25	100
C. Collection Officer audits	100	-
D. Campground Compliance checks	10	90

TOTAL HOURS BY SKILL LEVEL (From Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][0][9]

TYPE OF INSPECTION	REFERENCE AND FORM	WHEN TO DO	NO. DEVEL. SITES IN RIM	NO. INSPECT-IONS PER YEAR	AVG. PH PER SITE	TOTAL PH TO INSPECT	HOURS	
							PROF.	TECH.
A. Annual hazard tree	FSM 2331.11d	6/20						
	Narrative	9/30						
B. Site Maintenance and Safety	FSM 2331.32							
1. In-depth	R9-2300-4	10/30						
2. Pre-season readi-ness	R9-2300-4	5/20						
3. Periodic spot check	R9-2300-4	6/15-8/15						
4. Engineering inspection of buildings and bridges	7300-1	10/30						
C. Collection Officer Audits	FSH 6509.14	2/yr.						
D. Campground Compliance Checks	FSM 2332.28							

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][0]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][U][S][E][ ][ ][ ][ ][ ][ ][ ][ ]
[S][A][M][P][L][I][N][G][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
JOBS:		
A. Develop use sampling plans for:		
1. Developed sites	90	10
2. Trails	90	10
3. Dispersed areas	90	10
B. Conduct use sampling operations for:		
1. Developed sites	10	90
2. Trails	10	90
3. Dispersed areas	10	90
C. Conduct RECZIP studies for campgrounds.	5	95

STANDARDS:

A. Develop a total sampling plan that annually will acquire the data needed to prepare use estimates by activity, for each developed site, trail, and dispersed area, to the reliability code selected.

B. Complete a 100% RECZIP study for each campground on a 5 year interval.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][1][0]

TASKS	RELIABILITY CODE	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Develop use sampling plans:						
1. Developed sites	1					
	2					
	3					
	4					
	5					
2. Trails	1					
	2					
	3					
	4					
	5					
3. Dispersed areas	1					
	2					
	3					
	4					
	5					
B. Conduct use sampling operations:						
1. Developed sites	1					
	2					
	3					
	4					
	5					
2. Trails	1					
	2					
	3					
	4					
	5					
3. Dispersed areas	1					
	2					
	3					
	4					
	5					
C. Conduct RECZIP study for each campground (20%/year) using FS 2300-26	X					

For each site or area the plan should include:

a. the period of the year for which estimates are required
b. sample days
c. predictor variables
d. installation of counting devices
e. recording of meter readings
f. observing and recording use

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][1]

JOB TITLE [R][E][C][R][E][A][T][I][O][N] [S][I][G][N][S] [A][N][D]
[P][O][S][T][E][R][S]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	ASSIGNMENT TECH%
JOBS:		
A. Prepare sign and poster plan for:		
1. developed sites	20	80
2. dispersed areas (except trails)	20	80
B. Order signs and posters using forms 7100-62 and 7100-63		
1. Signs, wood	10	90
2. Signs, metal	10	90
3. Posters	10	90
C. Install		
1. Signs, wood	10	90
2. Signs, metal	10	90
3. Posters	10	90
D. Maintain		
1. Signs, wood	-	100
2. Signs, metal	-	100
3. Posters	-	100
E. Take pictures of sign installations over $100 for law enforcement purposes and file with sign plans.	10	90
F. Review sign and poster plans.	20	80

STANDARD:

Each developed site has a complete plan which includes all required information in FSM 7160 and includes necessary directional signs from the nearest highway access. Signs and posters used are current, high quality, appropriate, and properly installed. Annually review plans.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][1][1]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE X	NUMBER TIMES TO DO =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare sign and poster plans.						
1. Developed sites						
2. Dispersed areas						
B. Order:						
1. Signs, wood (each)						
2. Signs, metal (no. types)						
3. Posters,(no. types)						
C. Install:						
1. Signs, wood						
2. Signs, metal						
3. Posters (No. sites and areas)						
D. Maintain:						
1. Signs, wood						
2. Signs, metal						
3. Posters (No. sites and are areas)						
E. Take pictures of sign installations						
F. Review sign and poster plans						

NOTE: The estimated number to do in B refers to the number of order forms prepared for different signs. Two or more identical signs would be counted as one order.

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][2]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][C][O][N][T][R][A][C][T][I][N][G]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
A. Develop draft contracts or specifications, for services in developed sites or dispersed areas.	50	50
B. Administer contracts or purchase orders for service:		
1. Solid waste disposal	10	90
2. Sewage pumping	10	90
3. Mowing	10	90
4. Cleanup	10	90
5. Maintenance	10	90
6. Equipment rental	10	90
C. Serve as Contracting Officer's Representative (COR) on recreation construction or rehabilitation projects.	100	-

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][1][2]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare draft contracts for service:					
1. Solid waste disposal					
2. Sewage pumping					
3. Mowing					
4. Cleanup					
5. Maintenance					
6. Equipment rental					
Total					
B. Administer contracts or purchase orders for service:					
1. Solid waste disposal					
2. Sewage pumping					
3. Mowing					
4. Cleanup					
5. Maintenance					
6. Equipment rental					
C. Serve as COR on:					
1. Construction projects					
2. Rehabilitation projects					
Total					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][3]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][T][R][A][I][L]
[M][A][N][A][G][E][M][E][N][T]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
JOBS:		
A. Conduct condition surveys of each trail.	10	90
B. Prepare maintenance needs list by trail.	10	90
C. Prepare sign and poster plans by trail.	20	80
D. Maintain trails.	10	90
E. Inspect construction and maintenance work.	50	50
F. Prepare construction/reconstruction projects (include under Job Number 2302, but charged to FR&T).	80	20
G. Inventory and map new or relocated trails and prepare trail logs.	20	80

STANDARDS:

All work will be done according to standards in FSM 7700, FSH 7709.12, and R9 Travelway Guide.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][1][3]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE X	NUMBER TIMES TO DO =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Conduct condition surveys						
B. Prepare maintenance needs list						
C. Prepare sign and poster plans						
D. Maintain trails						
E. Inspect 1. Construction Projects						
2. Maintenance						
F. Prepare construction/ reconstruction projects						
G. Inventory and map new or relocated trails and prepare trail logs						

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][4]

JOB TITLE [R][E][C][R][E][A][T][I][O][N] [R][E][P][O][R][T][S]

JOB DEFINITION AND STANDARD

	ASSIGNMENT PROF%	TECH%
JOBS:		
A. Prepare the following scheduled reports:		
1. Hazard Tree Inspection (FSM 2331.11d)	10	90
2. Recreation Site Maintenance and Safety Inspection (FSM 2331.32)	100	100
3. Recreation Use Fees - Proposed (FSM 2332.26c)	100	-
4. Fee Collections by site (FSM 2332.2)	5	95
5. Golden Age and Golden Access Passports issued (FSM 2332)	-	100
6. Site Managed Dates by Level of Service (FSM 2333).	80	20
7. Management Attainment Report	80	20
8. RIM Reports:		
a. Recreation Use Information (2300-1)		
b. Basic Address Update (2300-2)		
c. Composite Names List Update (Printout)		
d. Facility Condition Inventory Update (2300-6)		
e. Directory Information (2300-3)		
B. Prepare the following non-scheduled reports:		
1. Report of Tree Failure (FSM 2333.21)	10	90

STANDARD:

Due dates will be met 95% of the time. All reports will be thoroughly reviewed before submitting to S.O. so that less than 10% require data verification by the S.O.

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] **TO JOB NUMBER** [2][3][1][4]

TASKS	S.O. DUE DATE	FORM	EST. NUMBER TO DO X	PH TO DO JOB ONCE X	NUMBER TIMES TO DO =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare:								
1. Hazard Tree Inspection	6/1 10/1	Narrative			1 1			
2. Recreation Site Maintenance and Safety Inspection		R9-2300-4						
3. Recreation Site Use Fees - Proposed	10/15	Exhibit 1	1		1			
4. Fee Collection by Site	11/1	Memorandum	1		1			
5. Golden Age and Golden Access Passports Issued	11/1	Memorandum	1		1			
6. Site Managed Dates by Level of Service	11/1	HM-2300-1	1		1			
7. Management Attainment Report	1/15 4/15 7/15 10/15		1		4			
8. RIM Reports:								
A. 2300-1								
B. 2300-2								
C. Composites								
D. 2300-6								
E. 2300-3								
B. Prepare:								
1. Report of Tree Failure	w/in 5 day	Exhibit 1						

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][5]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][I][N][F][O][R][M][A][T][I][O][N]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
A. Prepare recreation news releases to meet schedule provided by Public Affairs Specialist.	25	75
B. Assist news media with stories by providing timely help.	100	-
C. Answer requests from public and organizations within 5 days of request.	25	75
D. Participate with I&E displays at public events by displaying appropriate and attractive media.	20	80
E. Provide information to Chambers of Commerce prior to start of each major recreation activity.	80	20
F. Prepare draft maps and text for Recreation Opportunity Guide as assigned by Recreation Staff Officer.	60	40
G. Annually update the ROG by correcting fees, correcting errors, or showing new work completed in the area.	20	80
H. Take recreation - oriented pictures for use in ROG and articles that are current and provide S.O. with copies.	20	80
I. Maintain a district file of pictures and slides keyed to the S.O. system.	10	90

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][1][5]

TASKS	EST. NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare recreation news releases.					
B. Assist news media with stories.					
C. 1. Answer requests from public.					
2. Answer requests from organizations					
D. Participate with displays at public events.					
E. Provide information to Chambers of Commerce.					
F. Prepare draft maps and text for ROG.					
G. Annually update ROG pages.					
H. Take recreation pictures					
I. Maintain district recreation picture and slide file.					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][6]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][M][A][N][A][G][E][M][E][N][T][ ]
[P][L][A][N][S]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
A. Prepare new plans as needed and revise existing plans annually for:		
1. Wilderness (FSM 2322)	80	20
2. Wild and Scenic Rivers (FSM 2372)	70	30
3. Off-road vehicles (FSM 2355)	60	40
4. Operation and Maintenance (FSM 2333)	60	40
5. Land Acquisition (Recreation needs)	90	10
6. Right-of-way acquisition (Trail needs)	90	10
7. Recreation Management	70	30

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2|3|1|6]

TASKS	NUMBER TO DO X	PH TO DO JOB ONCE =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Prepare and revise plans:					
1. Wilderness					
a. New					
b. Revise					
2. Wild and Scenic Rivers					
a. New					
b. Revise					
3. Off-road vehicles					
a. New					
b. Revise					
4. Operation and Maintenance					
a. New					
b. Revise					
5. Land acquisition					
a. New					
b. Revise					
6. Right-of-way Acquisition					
a. New					
b. Revise					
7. Recreation Management					
a. New					
b. Revise					

JOB DEFINITION AND STANDARD

UNIT LOCATION CODES: REGION [ ][ ] FOREST [ ][ ] DISTRICT [ ][ ]

DATE [ ][ ][ ][ ][8][ ] JOB NUMBER [2][3][1][7]

JOB TITLE [R][E][C][R][E][A][T][I][O][N][ ][C][U][L][T][U][R][A][L]
[R][E][S][O][U][R][C][E][S]

JOB DEFINITION AND STANDARD	ASSIGNMENT PROF%	TECH%
A. Determine areas and acres to be impacted by recreation earth-disturbing activities 2 years in advance of the activities. Prepare maps.	80	20
B. Work with Forest Archaeologist to arrange for inventory of all areas 6 months prior to date of planned earth-disturbing activity.	100	-
C. Conduct inventory of appropriate areas with District paraprofessionals.	10	90
D. Prepare cultural resource inventory and reconnaissance forms.	10	90
E. Post District site atlas (2" = 1 mile).	10	90
F. Examine documented sites to determine if any vandalism has taken place. Forest Archaeologist to provide schedule.	10	90

TOTAL HOURS BY SKILL LEVEL (from Attachments) PROFESSIONAL [ ][ ][ ]
TECHNICAL [ ][ ][ ]

ATTACHMENTS 1

ATTACHMENT

ATTACHMENT [1] TO JOB NUMBER [2][3][1][7]

TASKS	NO. AREAS	NO. ACRES X	EST. ACRES PER HR =	TOTAL PH	HOURS PROF.	HOURS TECH.
A. Determine areas to be impacted by:						
1. Roads						
2. Trails						
3. Special uses						
4. Land exchange						
5. Other						
B. Arrange for inventory of areas.						
C. Conduct inventory						
1. Roads						
2. Trails						
3. Special uses						
4. Land exchange						
5. Other						
D. Prepare forms:						
1. R9-2300-8						
2. R9-2300-9						
E. Post site atlas.						
F. Examine documented sites.						

SUMMARY OF TOTAL HOURS BY SKILL LEVEL

JOB NUMBER	JOB TITLE	TOTAL	
		PROF.	TECH.
2301	Recreation F.S. Manual and Handbook Review		
2302	Recreation Program Planning and Budgeting		
2303	Recreation Annual Work Plan and Budget		
2304	Recreation Training		
2305	Recreation Coordination and Cooperation		
2306	Recreation Environmental Assessments and EIS's		
2307	Recreation Law Enforcement		
2308	Recreation Special Use		
2309	Recreation Developed Site Inspections		
2310	Recreation Use Sampling		
2311	Recreation Signs and Posters		
2312	Recreation Contracting		
2313	Recreation Trail Management		
2314	Recreation Reports		
2315	Recreation Information		
2316	Recreation Management Plans		
2317	Recreation Cultural Resources		
TOTAL			